



QUID 2017, pp. 2444-2455, Special Issue N°1- ISSN: 1692-343X, Medellín-Colombia

EXAMINATION OF THE IMPACT OF PROMOTION OF ORGANIZATIONAL HEALTH ON ORGANIZATIONAL COMMITMENT AMONG EMPLOYEES OF ZABOL UNIVERSITY OF MEDICAL SCIENCES

(Recibido el 06-07-2017. Aprobado el 07-09-2017)

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Abstract: Organizational health is a unique concept allowing us to have a comprehensive picture from the health of organization. In healthy organizations, employees are committed, responsible and productive and they have high morale and performance. Therefore, the research aims at explaining the impact of promotion of organizational health on organizational commitment among employees of Zabol University of Medical Sciences. In terms of the purpose, the present research is functional and in terms of the method of data collection, it is descriptive-measurable based on the correlation method. The statistical population consists of all employees of Zabol University of Medical Sciences that their whole numbers of employees are 400 employees. To determine the sample size, 200 employees were selected from Morgan table that the questionnaires were distributed among them. 196 questionnaires were returned. To collect data for the purpose of testing hypotheses, standard questionnaire has been used. To analyze data, descriptive and inferential tests (regression) were used using SPSS software. The variables studied include institutional unity, consideration, construct, resource support, moral affecting employees' organizational commitment in the form of hypothesis, the research findings showed that all hypotheses were confirmed showing that organizational health and its dimensions affect organizational commitment.

Keywords: organizational health, organizational commitment, University of Medical Sciences, employees

1. INTRODUCTION

Organizations observe many rapid and unpredictable changes in their surroundings. An environment in which the growing global competition, the development and diffusion of information technology and changes in the demographic characteristics of human resources and customers are at the heart of the change (Moogheli et al., 1389). On the other hand, the development and growth of any society depends on having healthy organizations. If any society is viewed as a general system, it has organizations and institutions within itself having tasks as subsystems and behind other systems and along with them, they should move toward the goals of bigger system (Nazem,1390). A healthy organization is where people like to work and they are proud to be part of that organization (Ansari et al.,1389). The term "organizational health" was first used by Miles in 1969. Miles believed that organizational health implies to a situation beyond the organizational short-term effectiveness referring to a set of relatively durable characteristics and it is defined as the durability and survival of organization in its environment, its adaptability, and the promotion and development of organization for more adaptability (Zahed et al., 1386). In other words, organization is healthy if it is creator. The scholars of change management and organizational improvement have introduced the employees' organizational health as a strategy affecting the performance and improvement of human resources and they believe that the organizational health of human resources is one of the attitudes of the modern age used today by the organizations and in fact, it responds to the vital need of contemporary management (Denis Cenila, 1383).According to Lyden & klingil, organizational health increases the organization's ability to perform the tasks effectively and organizational growing and improving. A healthy organization is where people want to stay there and they want to be beneficial and effective people. Therefore, organizational health increases the motivation and interest of employees to work and increase efficiency. Since the Zabol University of Medical Sciences is one of the governmental organizations and the academic managers need to maintain and satisfy their employees and they should have friendly relationships with their employees in order to maintain their own positions and for this purpose, having administrative health of this organization is a necessity. The research

aims at investigating the impact of promotion of health in the organization on improving organizational commitment and suggestions are finally offered for improving organizational commitment.

1.1 Theoretical Foundation

The term "health" means "soundness, freshness, happiness, security, truthfulness, piety, salvation, peace and reconciliation in the dictionary (Ensafpour, 1373) and in English it's equivalent of (Health). Generally, health means loss of disease and failure in an organism." In a positive state of health, the organism continues its growth and prosperity while it performs its task. Self-actualization is close to the concept referred to it in psychotherapy and training of human relationships. According to Maslow, self-actualization is the desire to reach the optimal extent to which a person has the ability to achieve it. In self-actualization or realization of nature, the potential talents of the person (organization) are flourishing and they are activated. Both the concepts of positive health and self-actualization have found a special appeal in the field of behavioral sciences (Alagheband, 1387). Healthy organization is where people enthusiastically go to their workplace and they are proud to work in the workplace. In fact, the health of the organization has a significant impact on the effectiveness of behavior of any system physically, mentally, in terms of security, in terms of belonging, in terms of meritocracy, in terms of valuation to knowledge, in terms of valuation to expertise, in terms of valuation to personality of beneficiaries, in terms of helping to grow their capabilities and to perform the tasks assigned by the authorities. Organizational health is one of the clearest and obvious indicators of organizational effectiveness. In a healthy organization, manager has a completely friendly and supportive behavior with his employees and he is united in his plans. Employees also have more willingness to stay and work in the organization and they do things more effectively. (Miles) believes that organizational health refers to durability and survival of the organization in its own environment and adaptation with it and promotion and development of its ability to further compromise. (Herzberg) considers the factors to supply and maintain the health of healthy organization such as perception and inference of employees, manner of managing affairs, policies of the organization, the nature and extent of supervision, work safety, working

conditions, status, salary levels, the establishment of bilateral interactions, supervisors, collaborators and employees and personal life of employees and he believes that the absence of these factors may discourage employees such a way that they may leave the organization and its existence may be endangered (Eslamieh, 1386). Lyden, and kilinge for organizational health believe that, organizational health is a new concept and not only includes organization's ability to do its tasks effectively, but also includes organization's ability to growth and prosperity. Observers in healthy organizations are committed, responsible and high morale with open communication channels. A healthy organization is where people like to work and stay and proud to be part of that organization and they are beneficial and effective people (Lyden and kilinge,2000). Organizational commitment is an important occupational and organizational approach that was a recommended subject for many scholars of organizational behavior and psychology, especially social psychology, over the past years (Rokny Nejad, 2007). The attitude has had changes over the past three decades that the most basic change in the domain is related to multidimensional attitude to the concept to one-dimensional attitude (ibid). Given the recent developments in the area of business including making firms small and making firms merge in each other, some of the experts have suggested that the impact of organizational commitment on other important variables in the area of management including leaving jobs, absence and performance has been decreased and consequently, its study is not necessary (Saghravani, 1388). However, some other scholars do not accept the viewpoint and they believe that organizational commitment has not lost its importance and it can still be considered (Farhangi, 1384).

The studies which have been carried out on the organization indicate three principal attitudes by the researchers. These three attitudes are: 1- job satisfaction 2-job affiliation 3- organizational commitment (Rokni nezhad). As other concepts of organizational behavior, organizational commitment is defined in a variety of ways. The most common way to deal with organizational commitment is to consider organizational commitment as an emotional attachment to the organization. According to this way, a highly committed person receive his identity from the organization, attending organization and enjoying membership in the organization. (Saroqi, 1996). Porter and his colleagues defines organizational commitment as acceptance of the values of the organization and he knows its measurement criteria

as motivation, willingness to continue working, and acceptance of the values of the organization. Chatman and Oraily (1968) defines organizational commitment as the support and emotional attachment with the goals and values of an organization for the sake of organization itself and away from its instrumental values.

Sheldon defines organizational commitment: an attitude or orientation relating or depending an individual's identity to an organization. Canter also sees organizational commitment as the desire of social actors to give their power and loyalty to social systems (Esmaeli, 1380). According to Salansik, commitment is a kind of state in humans in which an individual believes with his acts and through his deeds that he can continue to pursue his activities and he can maintain his effective participation in doing those acts (Saroghi, 1375). Buchanan considers commitment as a kind of emotional and prejudiced attachment to the values and goals of the organization, that is, the dependence on the role of the individual in relation to values and goals and to the organization itself, apart from its instrumental value. According to Luthanz and shaws (1992), as an attitude, organizational commitment is a strong willingness to stay in the organization, the willingness to implement an extraordinary effort for the organization, a strong belief in the acceptance of values and goals(Araghi.1377). The common aspect of the above definitions is that commitment is a psychological state identifying a person's relationship with the organization and it implicitly has the decision to stay in the organization or to leave it (Saroghi,1385).

In the present research, organizational commitment is a kind of attitude showing the range of interest, attachment and loyalty of the employee towards the organization and their tendency to stay in the organization. One of the most important models of investigating organizational health is the model presented by Hoy and Phildeman including dimensions of institutional unity, manager's influence, observation, construction, resource support, scientific emphasis and morale (Gafari et al.,1390).

Institutional unity is the ability of the organization to adapt with the environment and compromise with methods maintaining the health of the curriculum and they can be protected against unreasonable demands of visitors and the environment. Manager's influence also refers to the manager's ability in influencing his superiors practically. Consideration is also the behavior showing manager as friend, supporter and colleague of employees. Such a manager will pay

attention to the results of the employees and he will accept their suggestions. The next dimension is construction that is the concept of behavior that the manager explicitly defines work expectations, performance standards and procedures and it refers to behavior from the manager that is task-oriented or success-oriented. Resource support also refers to an organization having the necessary materials and means and enough equipment that these materials and means can be easily accessible (Teesoee, 2001). Scientific emphasis also refers to the emphasis of the organization on improving the level of expertise and technical skills of employees and ultimately the morale referring to the feeling of confidence, trust, sympathy and friendship existing among employees (Nieer, 2002). On the other hand, the importance of the human factor and its unique role as a strategic source and designer and implementer of organizational systems and practices has found higher position than the past. To the extent that human is considered as the most important resource and asset for an organization in advanced organizational thinking and the better quality he has, the more the probability of success, survival and promotion of the organization will be. One of the most important attitudes about this huge investment is organizational commitment (Sheikh et al., 2006).

Organizational commitment can be defined as belief in the values and goals of the organization, the sense of loyalty to the organization, the moral obligation, heartfelt desire and the sense of need to remain in the organization (Madani and Zahdai, 1386). Schلودen also defines organizational commitment as "an attitude relating an individual's identity to an organization" (Usefi and Moradi, 1391). The commitment to the organization does not simply come from the belief or faith of people but it also depends on their actions (Rezaeeian and Keshtegar, 1389).

In the present research, we try to investigate the impact of promotion of organizational health on organizational commitment among the employees of Zabol University of Medical Sciences according to Hoy and Phildeman model in order to inform managers about the impact of organizational health on organizational commitment of employees.

1.2 Leading hypothesis

Promotion of organizational health affect organizational commitment among employees of Zabol University of Medical Sciences.

Alternatives hypothesis:

- Institutional unity affects organizational commitment among employees of Zabol University of Medical Sciences.
- Consideration affect organizational commitment among employees of Zabol University of Medical Sciences.
- Construct affect organizational commitment among employees of Zabol University of Medical Sciences.
- Resource support affect organizational commitment among employees of Zabol University of Medical Sciences.
- Moral affect organizational commitment among employees of Zabol University of Medical Sciences.

2. RESEARCH METHODOLOGY

the present research is functional and in terms of the method of data collection, it is descriptive-measurable based on the correlation method. The research aims at investigating the impact of promotion of health in the organization on improving organizational commitment. The statistical population consists of all employees of Zabol University of Medical Sciences that their whole numbers of employees are 400 employees. To determine the sample size, 200 employees were selected randomly from Morgan table.

2.1 Data-collection tools

The necessary data were collected through both library and field methods. To collect data for the purpose of the testing hypotheses, questionnaire Hui and Feldman (2000) organizational health that is a standard tool, has been used and for The organizational commitment variable, standard questionnaire Alen and Meyer organizational commitment (1990) is used.

To analyze data, descriptive and inferential tests were used using SPSS software. At the descriptive statistics, demographic variables are analyzed in terms of frequency, frequency and graphs. At the inferential, linear regression tests are used to testing hypotheses. For the validity of the research, a questionnaire was provided to experts and experts of the relevant field to submit their comments and suggestions about the questionnaire appropriate to the purpose of the research. After receiving the questionnaire, the proposed amendments were considered so that the questionnaire had the necessary content validity. We use of the Cronbach's alpha test for the questionnaire to

determine the reliability, we obtained (0.841) for the organizational commitment questionnaire and (0.902) for organizational health questionnaire, which shows a high reliability of the questionnaires.

3. DATA ANALYSIS

The main hypothesis: Promotion of organizational health affect organizational commitment among employees of Zabol University of Medical Sciences

H0: Promotion of organizational health does not affect organizational commitment among employees of Zabol University of Medical Sciences.

H1: Promotion of organizational health does not affect organizational commitment among employees of Zabol University of Medical Sciences.

To investigate the range of impact, it was analyzed in the form of the regression model fit which is discussed below. Therefore, to investigate and present a model between organizational health(Y) and organizational commitment (X), the processed model are presented after reviewing the model's adequacy indicators presented in the table below.

Table 1: The regression model fit between organizational health and commitment

correlation coefficient	determination coefficient	adjusted determination coefficient	error standard deviation
.757	.573	.571	0.319

The correlation between the independent variables and the dependent variable is equal to 0.757. The determination coefficient is 0.573 and this figure shows that 57.3% of changes of organizational health is related to the existing organizational commitment. Since the value does not take into account the degree of freedom, it is used the adjusted determination coefficient for this purpose which is 57.1% in this test. According to the indicators mentioned, the model has the required adequacy.

Table 2: Significance of regression by f test

model	Sum of squares	Degrees of freedom	Mean sum of squares	F	Sig.
	26.61	1	26.61	260.58	0.000
Total residual regression	19.81	194	0.102		
	46.43	195			

According to the above table, the significance level calculated for this statistic is 0.000 indicating that the regression is significant at 99%. The plotted histogram for the regression model confirms the assumption of normality of data so the estimated linear regression model is acceptable.

Table 3: Calculation of the organizational commitment regression equation

model		non-standard coefficients		standard coefficients	T	Sig
		B	Std. Error	Beta		
1	constant	0.37 -4	0.251	0.757	-1.488	0.000
	organizational health	1.01	0.063		16.14	

Dependent variable: organizational commitment

The variable entered in the regression equation is the core of the regression analysis which is presented in the table above. The regression equation can be calculated using the column of non-standard coefficients as follows:

$$\text{organizational health} = -0.374 + (1.01)$$

Organizational commitment

we can say, By increasing a unit from each independent variable, the dependent variable will be increased to the range of written coefficient. In other words, by increasing a unit from organizational health, the standard deviation of organizational commitment will increase 1.01 so they have positive relationship. The t test related to regression coefficients is also shown for the independent variable in this table. The value for this variable is 0.000; therefore, it is effective in

organizational commitment. Consequently, organizational health has a significant impact on organizational commitment.

Sub-hypotheses 1: institutional unity affect organizational commitment among employees of Zabol University of Medical Sciences.

H0: institutional unity does not affect organizational commitment among employees of Zabol University of Medical Sciences.

H1: institutional unity affect organizational commitment among employees of Zabol University of Medical Sciences

To investigate the range of impact, it was analyzed in the form of the regression model fit which is discussed below. Therefore, to investigate and present a model between organizational health(Y) and organizational commitment (X), the processed model are presented after reviewing the model's adequacy indicators presented in the table below.

Table 4: the regression model fit between institutional unity and commitment

correlation coefficient	determination coefficient	adjusted determination coefficient	error standard deviation
.729	.531	.528	0.335

The correlation between the independent variables and the dependent variable is equal to 0. 729. The determination coefficient is 0.531 and this figure shows that 53% of changes of institutional unity is related to the existing organizational commitment. Since the value does not take into account the degree of freedom, it is used the adjusted determination coefficient for this purpose which is 52% in this test. According to the indicators mentioned, the model has the required adequacy.

Table 5: Calculation of the organizational commitment regression equation

model	non-standard coefficients			standard coefficients	T	Sig
	B	Std. Error	Beta			
1	constant	1.58	0.143	0.729	11.09	0.000
	Institutional unity	0.541	0.036		14.81	

Dependent variable: organizational commitment

The variable entered in the regression equation is the core of the regression analysis which is presented in the table above. The regression equation can be calculated using the column of non-standard coefficients as follows:

$$\text{Institutional unity} = 1.58 + (0.541)$$

Organizational commitment

We can say by increasing a unit from each independent variable, the dependent variable will be increased to the range of written coefficient. In other words, by increasing a unit from institutional unity, the standard deviation of organizational commitment will increase, so they have positive relationship. The t test related to regression coefficients is also shown for the independent variable in this table. The value for this variable is 0.000; therefore, it is effective in organizational commitment. Consequently, institutional unity has a significant impact on organizational commitment. Sub-hypotheses 2: consideration affect organizational commitment among employees of Zabol University of Medical Sciences.

H0: consideration does not affect organizational commitment among employees of Zabol University of Medical Sciences.

H1: consideration unity affects organizational commitment among employees of Zabol University of Medical Sciences

To investigate the range of impact, it was analyzed in the form of the regression model fit which is discussed below. Therefore, to investigate and present a model between consideration (Y) and organizational commitment (X), the processed model are presented after reviewing the model's adequacy indicators presented in the table below.

Table 6: the regression model fit between consideration and organizational commitment

correlation coefficient	determination coefficient	adjusted determination coefficient	error standard deviation
.159	.025	.020	18.07

The correlation between the independent variables and the dependent variable is equal to 0. 159. The determination coefficient is 0.025 and this figure shows that 2.5% of changes of consideration is related to the existing

organizational commitment. Since the value does not take into account the degree of freedom, it is used the adjusted determination

model	non-standard coefficients		standard coefficients	T	Sig
	B	Std. Error	Beta		
1	Constant	1.59	0.165	0.673	9.65
	construct	0.538	0.042		

Organizational commitment: dependent variable coefficient for this purpose which is 2% in this Table 7: test. According to the indicators mentioned, the model has the required adequacy

Table 8: Calculation of the organizational commitment regression equation

model	non-standard coefficients		standard coefficients	T	Sig
	B	Std. Error	Beta		
1	constant	3.06	0.273	0.159	11.28
	consideration	0.147	0.066		

Dependent variable: organizational commitment
 The variable entered in the regression equation is the core of the regression analysis which is presented in the table above. The regression equation can be calculated using the column of non-standard coefficients as follows: consideration) 0.147 +(3.06 =organizational commitment

By increasing a unit from each independent variable, the dependent variable will be increased to the range of written coefficient. In other words, by increasing a unit from consideration, the standard deviation of organizational commitment will increase 0.147, so they have positive relationship. The t test related to regression coefficients is also shown for the independent variable in this table. The value for this variable is 0.026; therefore, it is effective in organizational commitment. Consequently, consideration has a significant impact on organizational commitment.

Sub-hypotheses 1: construct affect organizational commitment among employees of Zabol University of Medical Sciences.

H0: construct does not affect organizational commitment among employees of Zabol University of Medical Sciences.

H1: construct unity affects organizational commitment among employees of Zabol University of Medical Sciences

To investigate the range of impact, it was analyzed in the form of the regression model fit which is discussed below. Therefore, to investigate and present a model between construct (Y) and organizational commitment (X), the processed model are presented after reviewing the model's adequacy indicators presented in the table below.

Table 9: The regression model fit between construct and organizational commitment

correlation coefficient	determination coefficient	adjusted determination coefficient	Error standard deviation
0.673	0.453	0.450	0.361

The correlation between the independent variables and the dependent variable is equal to 0.673. The determination coefficient is 0.453 and this figure shows that 45.3% of changes of construct is related to the existing organizational commitment. Since the value does not take into account the degree of freedom, it is used the adjusted determination coefficient for this purpose which is 45 % in this test. According to the indicators mentioned, the model has the required adequacy.

The variable entered in the regression equation is the core of the regression analysis which is presented in the table above. The regression

equation can be calculated using the column of non-standard coefficients as follows:

construct) $0.538 + (1.59 \times \text{organizational commitment})$

By increasing a unit from each independent variable, the dependent variable will be increased to the range of written coefficient. In other words, by increasing a unit from construct, the standard deviation of organizational commitment will increase 0.538 so they have positive relationship. The t test related to regression coefficients is also shown for the independent variable in this table. The value for this variable is 0.000; therefore, it is effective in organizational commitment. Consequently, organizational health has a significant impact on organizational commitment. Sub-hypotheses 1: resource support organizational commitment among employees of Zabol University of Medical Sciences.

H0: resource support does not affect organizational commitment among employees of Zabol University of Medical Sciences.

H1: resource support affects organizational commitment among employees of Zabol University of Medical Sciences

To investigate the range of impact, it was analyzed in the form of the regression model fit which is discussed below. Therefore, to investigate and present a model between resource support (Y) and organizational commitment (X), the processed model are presented after reviewing the model's adequacy indicators presented in the table below.

Table 9: The regression model fit between organizational commitment and resource support

correlation coefficient	determination coefficient	adjusted determination coefficient	Error standard deviation
0.446	0.199	0.195	0.437

The correlation between the independent variables and the dependent variable is equal to 0.446 The determination coefficient is 0.199 and this figure shows that 19.9% of changes of resource support is related to the existing organizational commitment. Since the value does not take into account the degree of freedom, it is used the adjusted determination coefficient for this purpose which is 19.5 % in this test. According to the indicators mentioned, the model has the required adequacy.

Table 10: Calculation of the organizational commitment equation

model	non-standard coefficients		standard coefficients	T	Sig
	B	Std. Error	Beta		
1	constant	2.16	2.18	0.446	9.93
	Resource support	0.375	0.054		6.94
Dependent variable: organizational commitment					

The variable entered in the regression equation is the core of the regression analysis which is presented in the table above. The regression equation can be calculated using the column of non-standard coefficients as follows:

Resource support) $0.375 + (2.16 \times \text{organizational commitment})$

We can say by increasing a unit from each independent variable, the dependent variable will be increased to the range of written coefficient. In other words, by increasing a unit from resource support, the standard deviation of organizational commitment will increase 0.375 so they have positive relationship. The t test related to regression coefficients is also shown for the independent variable in this table. The value for this variable is 0.013; therefore, it is effective in organizational commitment. Consequently, resource support has a significant impact on organizational commitment.

Sub-hypotheses 1: moral organizational commitment among employees of Zabol University of Medical Sciences.

H0: Moral does not affect organizational commitment among employees of Zabol University of Medical Sciences.

H1: Moral affects organizational commitment among employees of Zabol University of Medical Sciences

To investigate the range of impact, it was analyzed in the form of the regression model fit which is discussed below. Therefore, to investigate and present a model between moral (Y) and organizational commitment (X), the processed model are presented after reviewing the model's adequacy indicators presented in the table below.

Table 11: The regression model fit between moral and organizational commitment

correlation coefficient	determination coefficient	adjusted determination coefficient	Error standard deviation
0.326	0.106	0.102	0.462

The correlation between the independent variables and the dependent variable is equal to 0.326. The determination coefficient is 0.106 and this figure shows that 10.6 % of changes of moral is related to the existing organizational commitment. Since the value does not take into account the degree of freedom, it is used the adjusted determination coefficient for this purpose which is 10.2% in this test. According to the indicators mentioned, the model has the required adequacy.

4. DISCUSSION AND CONCLUSION

The main purpose of the present research was the determination of the impact of organizational health on organizational commitment of employees of Zabol University of Medical Sciences. The results indicated that organizational health affects organizational commitment. The research result is consistent with the result of Zahed Bablan, Sezgin and Nair. The review of the above researches shows the importance of organizational commitment of employees and managers in organizational health; therefore, it can be said that having committed employees is one of the factors of organizational health and superiority of organizations and the managers of educational organizations and especially the University of Medical Sciences intending to execute, implement and achieve organizational health, should also consider the organizational commitment of their employees.

Healthy organization is where people enthusiastically go to their workplace and they are proud to work in the workplace. In fact, the health of the organization has a significant impact on the effectiveness of behavior of any system physically, mentally, in terms of security, in terms of belonging, in terms of meritocracy, in terms of valuation to knowledge, in terms of valuation to expertise, in terms of valuation to personality of beneficiaries, in terms of helping to grow their

capabilities and to perform the tasks assigned by the authorities. Therefore, the employees should feel that they have necessary capability and skill to do things successfully. Empowered people not only feel competency but also they are sure that they can do the things with qualification and competence which it will improve their organizational commitment. Finally, the research suggestions are as follows.

- It should be done job rotation; so that through movement in different jobs in the organization, employees find out which jobs are consistent with their values, believes and behaviors and they feel the usefulness in their work.
- The suitability of a job with a person should be considered; by doing tests in this area, managers will find out which the organizational posts are more consistent with the values and behaviors of the individual.
- Employees of Zabol University of Medical Sciences should be involved in organizational decision making so they can believe that they can make changes in any environment they work.
- Stages and steps of work should be determined; until employees themselves adjust their speed, order, method, and procedures.
- Indirect control of employees should be carried out; given that from the very beginning, employees cannot be completely free, it is necessary that employees are indirectly controlled and when the experience of employees increases over time, the shape of the control will change but it should be noted that employees must be fully accountable for the tasks and works that they are doing.
- Assigning tasks to working teams should be done; it causes that people voluntarily take innovative actions, they can make independent decisions and they can test new ideas.
- In order to create confidence, tranquility and truthfulness considered as the main elements of the feeling of participation, the University of Medical Sciences should focus on the relationship between employees in a way that employees can understand truthfulness and intimacy in interacting with each other in the organization and they should try to achieve them. By providing conditions for its own employees, the organization can encourage them to participate in solving problems and issues and through giving opportunities, it can provide the grounds to offer their suggestions on the progress of the university's works and activities, thereby their sense of belonging to organization will be increased and their morale and collaboration will be strengthening in the organization.

- Through flexible management and leadership in the organization and adaptation of the organization with environmental situations and changes, the university also moves toward being healthy. It should be also tried that issues addressed in the organization include issues removing the barriers of personal needs and human relationships among individuals of the organization.
- It can be suggested to high-level decision makers and organization officials that given the necessity of communication and communication skills and its position at various organizational levels, they should specially create the required training for establishment and they should create appropriate communication skills based on the related rules in their large-scale plans of organization. It is obvious that without proper communication skills and correct movement towards the path, progress of organization and the fulfillment of its holy goals will be ambiguous.
- It can be suggested to the managers and practitioners of the organization that due to the importance of organizational health in promoting the quantitative and qualitative level of educational - training services of the organization as well as in improving the morale, motivation and improving the ability of employees and managers at different levels, they should specially consider the organizational health in line with the progress and development and attainment to the valuable goals of the organization.
- The managers of the organization should pay more attention to the state of mental and physical health, occupational safety, morale, participation, technical expertise, motivation and ... of the employees and they should take necessary actions for increasing and improving the mentioned cases.
- To get awareness about the organizational health of the organization and its relationship with the variables related to the effectiveness of the system of organization, managers can research by using tools of assessing the organizational health and tools related to each one of the variables of effectiveness and they should take necessary actions for improving the effectiveness.
- In choosing managers, they should evaluate their technical, human and perceived skills and provide them with the necessary training.
- Managers should use the participation of the members of the organization in decision-making and settlement of conflicts, the creation of a system of suggestions, helping to meet the physical and mental needs, holding the necessary training courses, meritocracy, creating a spirit of creativity and innovation, updating and using advisers and

experts in order to create an open and useful atmosphere to ensure organizational health.

- Managers should express the feeling of personal attention to employees and they should help each one of employees so that they feel that they are important to the manager. Regional managers must specially and separately pay attention to the opinions of their employees.
- To provide resources that help employees to perform their tasks. Providing these resources by the organization causes that employees feel that the organization values them and their sense of effectiveness is strengthened.
- Managers working in the different parts of the organization should use the ideas and opinions provided by the employees.
- The organization must spend more time to review requests and demands of employees.
- Suitable and appropriate encouragement systems should be considered in line with promoting the abilities of employees and improving their organizational commitment.
- Management style should be led to a collaborative, team-like and flexible management.
- According to research findings, it is suggested that managers create a sense of responsibility in the employees and they should try to use their specialized power.

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